

TESTIMONY
TO
THE HOUSE COMMITTEE
ON VETERANS' AFFAIRS

RONALD LIND, PROGRAM DIRECTOR
LOGISTICS MANAGEMENT INSTITUTE

OCTOBER 16, 2002

ORAL STATEMENT BY MR. RONALD LIND, PROGRAM DIRECTOR,
LOGISTICS MANAGEMENT INSTITUTE TO THE HOUSE COMMITTEE
ON VETERANS' AFFAIRS, OCTOBER 16, 2002.

In response to Public Law (PL) 106-117, The Veterans Millennium Health Care and Benefits Act of 1999, LMI was contracted to provide analytical support to the National Cemetery Administration. Under the provisions of the act, we have examined providing a burial option for 90 percent of veterans residing within a 75-mile service area (SA) of an open national or state cemetery.

Our report contains the following data for the 90-percent service objective:

- ◆ The number of additional national cemeteries required, in 5-year intervals, beginning in 2005 and extending to 2020.
- ◆ For each 5-year period, the areas in the United States with the greatest concentrations of veterans whose needs are not served by national cemeteries or state veterans' cemeteries.

From our analysis, we conclude that 31 additional veterans' cemeteries will be required over the next 20 years so 90 percent of veterans will have a burial option in each 5-year period.

On the basis of our analysis, we recommended the locations of the 31 new cemeteries and their capacity, which we've highlighted in the tables in Exhibit 1 for each of the 5-year periods.

We recommended the following for VA to achieve the 90-percent service objective:

- ◆ Continue to encourage state grant program cemeteries as a means of serving veterans.
- ◆ Continue to examine ways of expanding the useful life of existing cemeteries, thereby avoiding closure and loss of service.

- ◆ Build new national cemeteries at or near the locations we recommend if neither of the previous options is possible.

Table 1. Additional Cemeteries by 2005

Location	Population gained ^a	Cumulative percentage	Incremental increase in percentage
Baseline		81.1	
Birmingham, AL	228,714	82.1	1.0
Greenville/Columbia, SC	174,458	82.8	0.76
Bakersfield, CA	160,456	83.5	0.7
Jacksonville, FL	159,180	84.2	0.69
Charleston, WV	153,467	84.9	0.67
Buffalo, NY	130,271	85.5	0.57
Longview, TX	117,478	86.0	0.51
Omaha, NE	115,002	86.5	0.50
Roscommon, MI	100,102	86.9	0.43
Tucson, AZ	98,828	86.3	0.43
Middletown, NY	96,481	87.8	0.42
Melbourne, FL	96,184	88.2	0.42
Waco/Austin, TX	93,302	88.6	0.41
Des Moines, IA	81,919	88.9	0.36
Tallahassee, FL	80,354	89.3	0.35
Spokane, WA	73,973	89.6	0.32
Winfield, KS	70,480	89.9	0.31
Evansville, IN	68,154	90.2	0.30
Total veterans gaining service	2,098,803		

^a In certain instances, our recommended location for new cemeteries may not coincide with the location of closing cemeteries. This may cause a variance between veterans losing service because of cemetery closures and veterans gaining service from recommended openings.

Table 2. Additional Cemeteries by 2010

Location	Population gained ^a	Cumulative percentage	Incremental increase in percentage
Baseline		87.4	
St. Louis, MO	201,642	88.4	0.96
Chesapeake, VA	151,795	89.1	0.73
Philadelphia/Trenton, PA	127,801	89.7	0.62
Crestview, FL	96,338	90.2	0.47
Total veterans gaining service	577,576		

^a In certain instances, our recommended location for new cemeteries may not coincide exactly with the location of closing cemeteries. This may cause a variance between veterans losing service because of cemetery closures and veterans gaining service from recommended openings.

Table 3. Additional Cemeteries by 2015

Location	Population gained ^a	Cumulative percentage	Incremental increase in percentage
Baseline		85.7	
Salem, OR	222,209	86.9	1.2
San Antonio, TX	170,762	87.8	0.92
Beaufort, SC	108,805	88.4	0.59
Biloxi, MS	98,239	89.0	0.53
Albuquerque, NM	88,298	89.4	0.47
Roanoke, VA	66,510	89.8	0.36
Davenport, IA	64,665	90.1	0.35
Total veterans gaining service	819,488		

^a In certain instances, our recommended location for new cemeteries may not coincide exactly with the location of closing cemeteries. This may cause a variance between veterans losing service because of cemetery closures and veterans gaining service from recommended openings.

Table 4. Additional Cemeteries by 2020

Location	Population gained ^a	Cumulative percent	Incremental increase in percentage
Baseline		87.7	
Sarasota County, FL	322,681	89.6	1.92
Sumter, FL	95,001	90.2	0.57
Total veterans gaining service	417,682		

^a In certain instances, our recommended location for new cemeteries may not coincide exactly with the location of closing cemeteries. This may cause a variance between veterans losing service because of cemetery closures and veterans gaining service from recommended openings.

Ronald W. Lind

Education

M.S., Applied Mathematics, Rensselaer Polytechnic Institute (RPI)

B.S., Systems Engineering, U.S. Military Academy

Recent Experience

1992–Present, Logistics Management Institute, Research Fellow and Program Director

1984–1992, CACI International, Inc., Division Vice President and Department Manager

1982–1984, Headquarters, Department of Army, Program Manager

1980–1982, U.S. Army, Korea, Director, Automation Management Information Center

1976–1980, Headquarters, Department of Army, Resource Manager and Project Leader

1974–1976, Concepts Analysis Agency, Project Leader and Senior Engineer

1970–1973, U.S. Military Academy, Associate Professor of Mathematics

1964–1974, U.S. Army, various management, staff, and school assignments

Specific Technical Accomplishments

ORGANIZATIONAL IMPROVEMENT/WORKFORCE PLANNING

Leading an organizational improvement analysis of the Headquarters, U.S. Transportation Command for the Combatant Commander. Activity/workload analysis of all headquarters positions is underway as part of a planned reduction in positions to be transferred to the new U.S. Northern Command Headquarters.

Leading a comprehensive organizational improvement effort in support of the National Nuclear Security Administration, Department of Energy. Effort includes workforce analysis, process reengineering, and organizational redesign.

Lead the organizational improvement analysis of the Joint Staff for the Chairman of the Joint Chiefs of Staff. This effort keyed on all joint positions, and involved activity/workload analyses designed to determine priorities and organizational adjustments. As part of this assessment, personally interviewed each of the OSD Principals, and each of the Joint Headquarters Deputy Combatant Commanders. Monthly interface with the Director of the Joint Staff and each of the Staff Directors. Updated the Chairman of the Joint Chiefs on a periodic basis throughout the project.

Lead the development of leadership initiatives and workforce planning for the Combatant Commander of the Special Operations Command. This analysis lead to the reorganization and restructuring of core business areas in the headquarters. Conducted interviews with all senior directors on the staff. Briefed the Combatant Commander on a monthly basis throughout the project.

Lead a comprehensive activity/workload analysis of the Headquarters, U.S. European Command for the Chief of Staff. All joint positions were evaluated and ranked as part of an upcoming reduction.

Lead an organizational improvement analysis of the Headquarters, Regional Command North, North Atlantic Treaty Organization (NATO). As two previous NATO command headquarters were merged, assisted the Commander in Chief (CINC) with organizational improvements necessary to stand up the new headquarters. Periodically briefed the CINC and DCINC throughout the project.

Lead the restructuring analysis of the United Nations Peacekeeping Operations Department Headquarters in New York. This effort included workforce planning, process reengineering, and organizational restructuring.

STRATEGIC PLANNING

Lead the strategic planning processes for the Joint Staff, Washington Headquarters Services, and NATO's Regional Command North.

Tailored the strategic planning process to DoD civilian personnel management needs and conducted workshops designed to expose key players to the quality management aspects of the strategic planning process.

Facilitated strategic planning conferences and workshops of DoD civilian personnel, middle managers, and key employees in the development of operational objectives, strategies, and performance targets with emphasis on quality management and process improvement.

Drafted, staffed, and published a DoD civilian personnel management information systems strategic plan.

Facilitated the development of vision, goals, and objectives for the Information Technology Directorate of the Federal Emergency Management Agency.

In the Army, assisted senior DoD executives in the development of initial strategic plans for the Strategic Defense Initiative ("Star Wars").

CUSTOMER AND MARKET FOCUS

Planned, developed, and conducted employee training on improved civilian personnel business processes and associated technology.

Developed strategies for performance improvement in personnel processing and customer satisfaction, successfully acquired necessary training funds through cost/benefit analysis, and documented results in cost/benefit briefing and report.

Organized process improvement teams that included a cross-section of key employees and customers; oriented them on quality management and process improvement techniques; institutionalized these teams to lead particular improvement initiatives throughout a wide range of sponsor organizations.

INFORMATION AND ANALYSIS

Facilitated senior DoD civilian personnel officials in the development of investment strategies and cost/benefit analyses, which gained approval and funding of over \$350 million to implement quality management and process improvement initiatives. Documented those initiatives, investment strategies, and cost/benefit analyses in a DoD civilian personnel management implementation planning and progress report.

Developed activity-based costing models and conducted activity-based costing associated with process reengineering efforts in DoD, NATO, the United Nations, and the Federal Emergency Management Agency.

Conducted benchmarking/best practices analysis for DoD civilian personnel, Federal Emergency Management Agency information systems, and Navy Facilities and Engineering Command's headquarters operations.

Developed a performance management system for the Information Technology Directorate at the Federal Emergency Management Agency.

HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

Conducted workshops and developed human resource staffing plans for reengineered regional personnel processing centers in the Army, Air Force, Navy, and defense agencies.

Conducted workload analysis and staffing plans for the Federal Emergency Management Agency designed to improve efficiency and reduce costs.

Developed a workforce planning mechanism to better match required and available workforce skills and competencies at the Department of Health and Human Services.

PROCESS MANAGEMENT

Conducted workshops and developed reengineered business processes for a variety of clients including the Army, Navy, Air Force, NATO, the United Nations, and the Federal Emergency Management Agency.

Planned and conducted quality assurance (proof of concept) testing of reengineered processes prior to implementation for the Army, Navy, and Air Force civilian personnel.

Developed an evaluation model for quality assessments of business process improvements.

Facilitated the development of quality management and process improvement initiatives with senior DoD civilian personnel policy executives.

Facilitated the conduct of an organizational assessment and implementation of an improvement transformation of the Chief Information Officer/Information Technology Directorate at the Federal Emergency Management Agency.

Facilitated the development of an organizational assessment and transformation of the Navy's Facilities and Engineering Command Headquarters.

BUSINESS RESULTS

Managed the development of simulation models for the assessment of alternative staffing plans in DoD, Health and Human Services, Federal Emergency Management Agency, and the United Nations.

FACILITATION

Facilitated a variety of workshops involved in strategic planning, process reengineering, workload, and staffing analysis for a variety of customers.

SURVEY

Developed customer surveys and evaluated the results for a variety of personnel processing activities for DoD.

Awards and Relevant Organizational Memberships

Who's Who in U.S. Executives, 1990

Association of the United States Army

American Defense Preparedness Association

Security Clearance

Top Secret

RELATED FEDERAL CONTRACTS

Task Title: National Cemetery Administration Study

Contract Number: 973A.P329.VA101

Customer: Veterans Affairs

Project Leader: Donald Prettol, Logistics Management Institute

Period of Performance: 12/27/2000–04/30/2002

Funding: \$2,504,082